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## POSITIVE EFFECTS OF STRATEGIC CORPORATE SOCIAL RESPONSIBILITY

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## ABSTRACT

In recent years scholars have been developing various theoretical models to measure the effects of corporate social responsibility activities on customer perceptions and on customer-company identification. While significant advances have been made in demonstrating the positive effects of CSR initiatives, little research has been focused on how a structured approach to CSR affects these variables. This study aims to demonstrate the major positive effects of a strategic approach to CSR in comparison to a philanthropic approach, and to provide managers with useful advices for the creation of shared value for the society.

Keywords: CSR, strategy, customer company identification, brand trust

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## 1 ) INTRODUCTION

### *Corporate social responsibility*

In recent days, the society is increasingly concerned about the impact of business on humanity and on the natural environment. Several international communities yearn for more responsible business models (Turker 2009). Due to these changes in people's expectations, over the last decades, the theory and practice of corporate social responsibility (CSR) experienced sustained growth and has been subject of significant debate and extensive research. Today, CSR is being identified as a structural dimension of the corporate strategy as Collis (2007) reports.

Nevertheless, today it is still difficult to reach a commonly accepted definition of this concept because the landscape of CSR literature is quite fragmented, despite the work of several authors who are trying to classify theories and approaches (Turker 2009, Melé 2004). A very interesting definition has been generated by the European commission in its Green Paper (2001) that gives a frame for Corporate Social Responsibility in Europe, stating that (CSR) "is a process by which companies manage their relationships with a variety of stakeholders who can have a real influence on their license to operate". CSR is, in other words, a mechanism directed to ensure active compliance with stakeholders' expectations, ethical standards, and international norms. As Wood (1991) states, CSR can be defined also as the complex of socially responsible processes, policies and programs undertaken and designed to manage the firm's societal relationships.

CSR has become a buzzword; it is common to encounter some discussion of the issue or of its related concepts in newspapers and on television in journals (Carrol & Shabana 2010).

It is important to emphasize that a growing number of firms are reacting to the evolving social trend of embracing the concept of CSR. For this reason, managers feel the need of clarifying what this concept relates to, and what are all the possible approaches, while embracing it and its potential externalities.

Over the years, the changing world economy has driven a shift in the aims and the approaches of CSR. Risk and regulatory appliance management, green-washing and other opportunistic behaviors are still common approaches to CSR practices by firms as Laufer (2003) and Carlson (1993) report; nowadays, by the way, companies are going to include in their strategic plans, business models that enhance the creation of value for society. This is a clear proof of the tendency toward the adoption of more structured methods of implementation of corporate social responsibility practices. According to Porter (2011), this tendency reflects the matured vision of the role that the same firms have in the society. This trend is leading towards the creation of a general framework to configure “the responsible use of corporate power and social involvement” (Turker 2009). The lack of a “structured approach” is in some cases evident when we notice that CSR practice has evidenced various pitfalls and several market failures related to its implementation, most notably imperfect information, externalities, and free riders, that together undermine the credibility of the CSR movement itself by creating adverse selection as Doane (2005) highlights.

The increasing concerns and scholars’ growing interest in corporate social responsibility (CSR) are leading to the improvement of theories and approaches designed to measure the extent to which the image of businesses is socially responsible (Groza and Walker, 2011). Scholars, also, deepened the level of the research to demonstrating the effects of CSR on consumer perceptions of brands and of companies

(Bhattacharia (2003), He & Li (2010) and others). The precedent literature furnishes a successful pattern of study that is useful to highlight the attitude of consumers. This increased demand for improved social and economic performance raises important research questions that cross numerous fields of firm management and several other interrelated social sciences (Orlitzky and Siegel 2011). An important instrument of positive research on this topic is the measurement of corporate social performance and consumers' perceptions thereof.

## 2 ) CSR INFLUENCES ON CUSTOMER PERCEPTIONS

Scholars have found that CSR has positive effects on consumer-company identification. “*Consumer-company identification*” (C-C identification), here, is intended as “the primary psychological substrate for the kind of deep, committed, and meaningful relationships that marketers are increasingly seeking to build with their customers” (Bhattacharya & Sen 2003); it measures customer's identification with perceived brand values. It is likely to expect that CSR activities positively influence Consumer-company identification.

H<sub>1</sub> : There is a positive association between the level of perceived CSR and consumer-company identification.

Scholars have well proved that CSR can positively affect product purchase intention (Sen 2001), and generates positives in-role behaviors. Customer in-role behaviors include physical acts of consumer's endeavor, such as purchasing company's products and services. Extra-role behaviors refer to voluntary customer behavior that is not expected, such as “making recommendations to others about a brand”, and “engaging in positive word of mouth” about a company or a product (Lii 2011).

It is reasonable to expect that consumer's in-role and extra-role behaviors are positively influenced by perceived CSR.

H<sub>2</sub>: Perceived CSR encourages positive in-role and extra-role behaviors.

By brand trust it is meant “the willingness of the average consumer to rely on the ability of the brand to perform its stated function” (Chaudhuri 2001 and Morgan 1994). “The power of a brand lies in what customers have learned, felt, seen, heard, and so forth about the brand as a result of their experiences over time” Hoeffier and Keller (2002). Enhancing brand performance, in the long run, generates positive outcomes for the financial performance of that firm. Brand trust can both affect and can be affected by CSR campaigns, both variables being reciprocally linked, given the fact that the reliability of the actions of a firm are linked with the reliability of the firm itself. Hence it is possible to propose the following hypothesis:

H<sub>3</sub>: There is a positive connection between CSR and brand trust.

In enacting CSR plans, different approaches can be embraced; one aspect that differentiates these approaches is the extent to which they are strategically embedded in the business model. Porter (2005 and 2011) recognizes that less strategic approaches are being overwhelmed while firms are beginning to create shared value and gaining competitive advantage through the implementation of strategic CSR. A strategic approach to CSR implies the inclusion in strategic plans of significant socially responsible activities or the integration of social businesses in the core activities of a firm. There are evidences furnished by literature of the improved positive impact related to the use of CSR as strategic tool, underlining that it “represents a potential method of creating value for shareholders in the face of certain types of negative events” Godfrey (2009).

In opposition to strategic approaches, philanthropic approaches are actually still very diffuse; many authors have researched and proved in various studies the positive effect that philanthropic initiatives have on corporate image (Lin & Lyau (2010), Mohr & Webb (2005) and others). Some authors (Lantos 2001 and others) refer to the use of “philanthropic CSR” as a marketing tool to improve the firm’s image. This approach is classifiable as a “less strategic” approach.

This study is aimed to answer a particular research question: can consumers’ preferences and attitudes toward a hypothetical brand, be improved through the implementation of a particular CSR plan? In particular, when a firm actually embraces CSR with a strategic approach, this leads to improved consumer perceptions of corporate image and cements an improved corporate reputation? This phase of the research included the null hypothesis formulation:

$H_0$  = Advertising a strategic CSR plan generates the same customer reactions of advertising a philanthropic one.

### 3) METHODOLOGY:

This research phase started with the creation of two mock brochures that advertised two different CSR campaigns enacted by a hypothetical wholesale South American retailer company. To capture the impact of the CSR plans, it has been necessary to create a mock brand in order to not bias consumer perceptions with the use of an already existing brand. It has been created a brand called “CUPERTS” (the brand is embedded in both annexes 1 and 2). The two brochures presented similar layouts and differed only in the content of the message communicated. One brochure describes the realization of a philanthropic CSR plan that involves a donation to a children’s hospital,



in order to “create positive impact on the lives of children whose families are too impoverished to obtain medical care”; this brochure is included in annex 2a. The other brochure refers to the creation of a program aimed to introduce food education in schools, encouraging the adoption of correct and healthy food habits. This brochure is the one that advertises the strategic CSR plan, and it is included in annex 2b.

The rationale that underlies the first program is to create a positive social impact in the community while creating at the same positive impact on the consumers’ perception of the brand, increasing brand trust, encouraging in-role and extra-role behaviors and customer-company identification levels. This program is enacted in order to take advantage of the fact that it is proved that an increased reputation can help firms to realize value (Fombrun 1996) and is performed through investing money diverted from usual business activities.

The rationale in the second program is basically the same; the firm wants to create positive impact on the community and on the other firm-related variables. The approach instead is very different: one is philanthropic, while the latter is more strategic. When a firm enacts the first project, it just funds a hospital, in other words its only function is to use money to help another entity. In the second case, instead, a greater effort is needed in terms of energy and time for the firm, because it involves the creation and the realization of food education programs; it requires the acquisition of skills and knowledge that enrich the company stock of intangible assets widening the horizons of the business. As Knauer (1994) reports, it is commonly accepted to consider charity funding as it is done in this first case, as an investment enacted in order to increase a positive corporate image. As he writes, it can be thought of as a “calculated purchase of advertising services or goodwill”.

We can notice that, in the first case, while the involvement of the firm in the project is marginal and the only role of the firm is to finance a social activity with part of its profits; in the second case the firm is actively involved and is embedding the project itself in its strategic plan. It is clearly observable also that in this case the potential gains for the firm are bigger than in the first, and that the performance of the project is major because besides the increase in brand trust and other variables that will be measured, the firm is also increasing different intangible assets like knowledge and skills on CSR projects planning and implementation. Another positive factor related to the second project is that, during and after the implementation of the project, brand trust will continue increasing thanks to the visibility of the brand in the schools and for the potential word of mouth that will be generated in relation to this project.

In order to create a questionnaire to measure the different impact of the two brochures, multiple item scales were adapted from previous studies. To measure the perception of the degree of *social responsibility of the company*, a scale that was developed by Turkey (2009) was used; this scale measures the degree by which a company is perceived as socially responsible. A sample item for this scale is “This company seems to participate to the activities, which aim to protect and improve the quality of the natural environment”, reliability for this sample was 0.69. In order to *measure Consumer-company identification* it was adopted and revisited a scale first created by Blake and Ashforth (1992). A sample item for this scale is “If a story in the media would criticize the company, I would feel embarrassed”, reliability for this sample was 0.80.

To measure brand trust differences a four-item index based on one taken from Chaudhuri has been used (2001). A sample item for this scale is “This seems to be an honest brand”, reliability for this sample was 0.75.

To measure consumer *in-role* and *extra-role* behaviors differences scales adapted from previous work from De Matos (2009) and Putrevu (1994) have been employed. A sample item for the in-role behaviors scale is “I would consider purchasing from this store if I could”, reliability for this sample was 0.76. A sample item for the extra-role behaviors scale is “I would recommend the company to my relatives and friends”, reliability for this sample was 0.83.

The “*drivers of the CSR action*” scale is adapted from a research paper of Groza and Walker (2011) and is aimed to show what are the source and the drivers of CSR actions. Consumers attribute several motives to the CSR engagement of a company; these motives include: Values-driven: in this case it is perceived that the firm implements CSR actions because of corporate ethical values. A sample item for this scale is “This company seems to have a long-term interest in society”, reliability for this sample was 0.63. Stakeholder-driven: in this case it is perceived that the firm embraces CSR in order to address stakeholders expectations. A sample item for this scale is “This company seems to behave in ways they feel their stakeholders expect it”, reliability for this sample was 0.74. Strategic-driven: in this case it is perceived that the motive is wants to affect sales or manage its brand performance. A sample item for this scale is “This company seems to think that can increase profits by supporting this initiative”, reliability for this sample was 0.68.

The questionnaire with all the scale items used is included in the annex 1.

The data collection phase, similar to previous research by Lii (2012), Nan (2007) and Mohr (2005), was executed with survey-based experiments involving two different scenarios to test the hypotheses. The experiment involved 220 undergraduate students from two universities: Nova School of Business and Economics and L.U.I.S.S. Guido Carli in Italy. The age range of the students was between 19 and 26 years old, and students involved were enrolled in Economics, Management and Finance courses. Approximately 47% of the participants were males and 53% of them were females. The students involved took the questionnaires during their classes. On arrival at the classroom, each student was given a brochure that advertised one of the two different CSR initiatives and a survey. Participants were told only that the aim of the research was to establish how university students from management responded to the CSR program advertised in the brochure. The experiment was structured in order to diminish as much as possible any potential form of bias on behalf of respondents.

The mock campaigns were designed to minimize the effect of the participants' associations with previous experiences of other CSR campaigns and reduce the mystifying consequence of brand and experience-related items as previous research from Lii (2012). Subjects were asked to evaluate the two campaigns showed in the brochures, each of which required the same monetary effort from the company.

#### 4 ) DATA ANALYSIS

The data analysis phase was run with statistical tests on the hypothesis that the brochure that illustrated the “schools and food” CSR campaign actually was perceived as more socially responsible and generated higher levels of consumer-company identification, in-role and extra-role behavior intentions and improved brand trust.

First have been computed all the means for each variable and each group, and, as shown in exhibit 1, it is clear that the means differ for the different groups.

*Exhibit 1*

		N	Mean	Std. Deviation
Csr	Save a child	105	3,3857	,59436
	Schools and food	107	3,7788	,52544
	Total	212	3,5841	,59299
Cc	Save a child	106	2,8632	,70026
	Schools and food	110	2,9667	,71599
	Total	216	2,9159	,70857
Inrole	Save a child	107	3,3396	,73968
	Schools and food	109	3,6514	,48088
	Total	216	3,4969	,64057
Exrole	Save a child	105	3,2508	,82532
	Schools and food	110	3,5848	,60945
	Total	215	3,4217	,74042
Trust	Save a child	105	3,4214	,62722
	Schools and food	111	3,8333	,46629
	Total	216	3,6331	,58662

In particular, group 1 which was shown the brochure of the philanthropic CSR plan, the so called “save a child” program, reports lower averages for all the variables, compared to group 2, containing the students to which was shown the brochure of the strategic one, the “schools and food” program.

In order to measure the perceptions of the respondents on the drivers of the two CSR campaigns an Analysis Of Variances statistical test was used, as shown in the exhibit 2. The test revealed that the brochure “schools and food” is perceived as more strategic-driven in comparison with the “save a child” one. The first brochure is perceived also as more values driven; this evidence leads to the conclusion that respondents perceive the program “Schools and Food” as more focused on a long-term interest and on giving something back to society rather than the program “Save a Child”. Respondents, instead, felt that both programs are equally stakeholder driven.

## Exhibit 2

		<i>df</i>	F	Sig.
Valuedriven	Between Groups	1	7,713	,006
	Within Groups	214		
	Total	215		
Stakeholderdriven	Between Groups	1	6,757	,010
	Within Groups	214		
	Total	215		
Strategicdriven	Between Groups	1	15,908	,000
	Within Groups	214		
	Total	215		

In order to test statistically the hypothesis and see if the means of the two groups actually differ, others one-way ANOVAs have been ran on the two groups.

Respondents have been categorized in two groups: one was formed by subjects exposed to the “save a child” program, and the other by subjects exposed to the “schools and food program”. The groups have been used as a categorical variable and as fixed factor input for the analysis. As dependent variables were considered perceived CSR, consumer company identification, in-role and extra-role behaviors and brand trust.

## 5) RESULTS

As shown in the exhibit 3 the hypothesis was actually valid for all the scale variables, except than for one. In fact, 4 of the 5 variables scored an F value higher than the critic F (*df* 1, 210). The critical F value is around 6,63 (Sig. = 0,01). The only mean that did not differ significantly is the Consumer-company identification.

This evidence is also intuitive: in fact, the brand being a fake, unknown brand, it is difficult to effectively measure an identification of the consumers with it.

According to the results of this research, the null hypothesis ( $H_0$ ) has to be rejected. The two brochures do originate significantly different reactions and are perceived different by the subjects involved in the experiment.

*Exhibit 3*

		df	F	Sig.
Csr	Between Groups	1	26,055	,000
	Within Groups	210		
	Total	211		
Cc	Between Groups	1	1,152	,284
	Within Groups	214		
	Total	215		
Inrole	Between Groups	1	13,540	,000
	Within Groups	214		
	Total	215		
Exrole	Between Groups	1	11,470	,001
	Within Groups	213		
	Total	214		
Trust	Between Groups	1	30,219	,000
	Within Groups	214		
	Total	215		

Interpreting in deep the data, it was checked the correlation levels between all the scale variables and it was found that all the variables are positively correlated, as shown in the correlation matrix in exhibit 4.

*Exhibit 4*

	Csr	C-C identification	In-roles	Extra-roles	Trust
Csr		,290	,379	,392	,336
C-C identification			,204	,408	,263
In-roles				,358	,433
Extra-roles					,520
Trust					

In order to statistically test the correlation between perceived CSR and other variables, other one-way ANOVAs have been ran, this time with the level of perceived CSR as fixed factor; transforming it in a categorical variable with 2 values: low and

high “perceived CSR” levels. In this case the test showed that each scale variable is positively influenced by perceived CSR, as it is shown in exhibit 5.

*Exhibit 5*

		df	F	Sig.
Cc	Between Groups	1	15,545	,000
	Within Groups	207		
	Total	208		
Inrole	Between Groups	1	37,728	,000
	Within Groups	207		
	Total	208		
Exrole	Between Groups	1	37,785	,000
	Within Groups	205		
	Total	206		
Trust	Between Groups	1	31,266	,000
	Within Groups	206		
	Total	207		

The analysis of variance furnished evidences that corroborate the proposed hypotheses: Perceived CSR enhances consumer-company identification ( $H_1$ ), encourages in-role and extra-role behaviors ( $H_2$ ), and that there is a positive connection between CSR and brand trust ( $H_3$ ). These evidences strengthen the assumption that what actually leads to improved consumers attitudes toward the “CUPERTS” brand is the perceived “higher” level of CSR in the case of the “schools and food” initiative. The three hypotheses ( $H_1$ ,  $H_2$ ,  $H_3$ ) have been largely confirmed by the test.

## 6) DISCUSSION

Does a structured strategic approach to CSR lead to improved level of Consumer-Company identification, In-role and Extra-role, and Brand Trust with respect to a philanthropic approach? The answer seems to be yes according to the results of the research showing that different CSR campaign brochures influence differently these



customers' perceptions. The experiment revealed that participants who were exposed to the "strategic" CSR initiative had a more positive attitude in evaluating the brand compared to those participants who were exposed to the brochure of the philanthropic CSR initiative. These findings are aligned those of researchers, such as Lii and Lee (2012), Porter (2011), Polonsky and Jevons (2006), Polonsky and Speed (2001) and Sen and Bhattacharya, (2001), who assume and state that consumer attitudes are differently influenced by different CSR initiatives and that "corporations must be concerned with the choice of CSR initiatives, as different types of CSRs (actions) will trigger different perceptions of the corporation".

According to the results of the experiment, consumers tend to respond more positively to companies that embrace a structured, strategic and holistic approach when implementing a CSR plan than to ones that adopt a less strategic and structural "philanthropic approach". These results are intuitively realistic considering that a "rational" consumer (considering in this case that the sample contains young business students that have been considered as rational potential target customers for companies) is able to understand and evaluate the different value that CSR campaigns can deliver to them and to society when implemented by a firm. Consumers tend to reward this with increased purchase intentions and, due to increased extra-role behaviors declared intentions, to defend firms that act "well". As Lii and Lee (2012) state, "Doing Right Leads to Doing Well". Doing good in terms, sharing and distributing among the society the value that the firm creates using society's inputs as natural resources and human labor, is actually not only ethical, but is also convenient and helpful to the final aim of the survival of the firm itself, because it leads to higher levels of social welfare and social satisfaction.

If the firm is able to communicate honestly and in a coherent manner to its stakeholders the real positive impact that it is creating in the society and for themselves, the same stakeholders will reward the firm by trusting it, spreading themselves the positive image of the firm and, finally, buying its products instead of those from non (or less) socially responsible firms.

Data collected show that there is a clear link between perceived CSR levels and brand trust. Obviously, perceived CSR influences brand trust, but also, on the contrary, it is the same brand trust that influences the perception of how much a firm is acting in a socially responsible manner. Bhattacharya (2011) and others state that a fundamental requisite for a CSR plan to be effectively trusted by main stakeholders, such as consumers and employees, is that the top management of the firm should actually be personally involved and share the belief that their company's engagement in social activities must advance "a social agenda beyond that required by law". The inclusion of CSR in the strategic plans of a company, and their inclusion in core business activities of the firm, is clear evidence at least of a significant effort toward the top management of a firm actually taking on social responsibilities by the top management of a firm; this is logically explicable when compared in opposition to a pure "philanthropic" approach that totally excludes the inclusion of CSR actions in a firm's core business.

## 7) CONCLUSIONS

The last part of this research study is aimed to give helpful insights to readers and list some relevant principles about how, through the creation and the implementation of a CSR plan, it is possible to create positive impact on society and ultimately create, share and collect value both for companies and their stakeholders.

As a first principle, managers should focus on supporting social issues that create a benefit for actual needs of the society which they are operating, by creating initiatives designed through active interaction with stakeholders, aimed to the satisfaction of society's needs. Consumers are no longer just "passive receivers" of CSR information (Bhattacharya 2011), but rather they elaborate their own ideas on what the companies should do dealing with different "social" issues. In order to interpret in the right way the consumers' expectations, companies should interact with them in a two way communication process and listen to their suggestions regarding CSR plans. The classical philanthropic approach to CSR is going to be overwhelmed by new approaches that tend to be holistic. The increasing awareness of consumption in society leads customers to be more exigent toward companies' activities and product standards.

Nowadays business models are changing, in order to address stakeholder expectations. In management studies are increasing strands of thought that are focusing their attention toward CSR practices, designed through active interaction processes with stakeholders Bhattacharya (2011, 2001), McWilliams (2006), Freeman (2004) and others.

As a second principle managers need to consider CSR as a strategic management tool rather than a communication tool or a "risk management" instrument or a "regulatory applying" device. As Porter (2006) observed, "strategic CSR moves beyond good corporate citizenship"; its advantages overcome the risk management and the positive brand image creation. Strategic CSR can create pioneer new business opportunities, can strengthen company competitiveness and generate positive outcomes for firms' economic and financial performances. In addition, in this period of economic

turmoil and financial instability, responsible business activities can create a path for firms to help avert a negative economic path.

As a third principle, a firm's managers should be alert to creating and preserving a level of brand credibility that is essential to gather positive attitudinal responses from consumers. Building a positive brand image results from the long term coincidence of a concrete and reliable communication plan regarding the satisfaction of real stakeholders' needs, and the realization of effective actions that become clear proofs of a real commitment from the firm in order to accomplish them.

As Groza (2011) and Wagner (2009) notice, increased levels of media attention and technological advancements "have given the public virtually unlimited access to information regarding a broad range of CSR behaviors"; the increasing transparency around CSR practices is demonstrated also by the increasing standards of social reporting and the increasing number of companies that are applying for them, a very interesting example of social reporting standards are those furnished from GRI (Global Reporting initiative) a non profit organization aimed to provide companies with a "comprehensive sustainability reporting framework". Managers need to be aware of the increasing yearnings of the society for transparency, equity in distributing the value created by companies and for more responsible "corporate management models". All these tendencies reflect the changes in behaviors and expectations of a whole generation, the so-called generation y that includes all the people born between the '80s and late '90s that is characterized by enhanced socially responsible attitudes and behaviors as Panwar (2010) notices. Nowadays managers must design and enact strategic plans that embed corporate socially responsible practices in order to conform their business models to the ever-increasing expectations of stakeholders.

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## Annexes

### Annex 1

#### CORPORATE SOCIAL RESPONSIBILITY



Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<b>The Cuperts company seems to:</b>					
Participate to the activities, which aim to protect and improve the quality of the natural environment					
Make investment to create a better life for the future generations.					
Implement special programs to minimize its negative impact on the natural environment					
Target a sustainable growth, which considers to the future generations					
Support the non-governmental organizations working in the problematic areas					
Contribute to the campaigns and projects that promote the well-being of the society					
Have a long-term interest in society					
Have owners and employees believe in this cause					
Try to give something back to the community					
Behave in ways they feel their customers expect it					
Behave in ways they feel society in general expects it					
Behave in ways they feel their stakeholders expect it					
Think they will get more customers by supporting this initiative					
Think that they will keep more of their customers by supporting this initiative					
Think that they can increase profits by supporting this initiative					
If someone would criticize Cuperts, it would feel like a personal insult					
I would be very interested in what others think about Cuperts					
If I would talk about this company, I would usually say 'we' rather than 'they'					
This company's successes would be my successes					
If someone would praise this company, it would feel like a personal compliment					
If a story in the media would criticize the company, I would feel embarrassed					
It is very likely that I would buy from this store					
I would consider purchasing from this store if I could					
I would try this brand if I could					
I would tell my relatives and friends about the good deed of the company					
I would join activity undertaken by the company in the future					
I would recommend the company to my relatives and friends					
I would trust this brand					
I would rely on this brand					
This seems to be an honest brand					
This brand seems to be safe					
<b>Additional Comments:</b>					



Annex 2a





**WE GIVE CHARITABLE DONATIONS IN ORDER TO FUND CHILDRENS HOSPITALS**

**SAVE A CHILD PROGRAM**

The program aims to fund initiatives with the highest social interest, in particular child care.  
Our donations create positive impact on the lives of children whose families are too impoverished to obtain medical care.



**LET THEM SMILE**

Annex 2b





**WE EDUCATE CHILDREN TO CONSUME CONSCIOUSLY IN ORDER TO IMPROVE THEIR HEALTH AND NUTRITION**

**SCHOOLS AND FOOD PROGRAM**

The program aims to introduce Food Education as an interdisciplinary subject, involving schools at all levels.  
"Schools and Food" is a fun and creative approach to food education aimed at children, families, and teachers, that encourages the adoption of correct and healthy food habits.



**LET THEM SMILE**